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BY THE NUMBERS

$1.8 Billion in Economic Activity

17.5K Jobs Supported

39K Exhibiting Companies

177 Events Held

2.9 Million Gallons of Water Saved

524 Birds Observed on Green Roof

840K Square Feet of Exhibition Space

102 Meeting Rooms

The New York Convention Center Operating Corporation (NYCCOC), a New York State public benefit corporation, operates the Javits Center. The facility, which opened in 1986, is operated based on internally generated revenues and is located on 11th Avenue between West 34th Street and West 40th Street in Manhattan.

OUR PARTNERS INCLUDE:

*Annual Statistics from CY2020
New York is a state of opportunity, and the revitalization of the Javits Center has become the embodiment of that bold vision.

In the past three years, the Javits Center has implemented more significant improvements to its infrastructure, its operations and its workforce than the past two decades combined. This dramatic change has made America’s busiest convention center even busier, which means more jobs and more economic opportunities for New Yorkers.

From a state-of-the-art technology system to a leading sustainability program, the Javits Center’s top-to-bottom renovation has reinvigorated this iconic structure with the look and feel of a newly constructed building—one that customers around the world simply cannot ignore. In the past year, several major events have shattered their own attendance records—by as much as 26%—as more and more visitors enjoy new amenities, such as new food courts, new energy-efficient lighting, new seating areas and a Taste NY store featuring the state’s agricultural products.

By attracting new visitors, the Javits Center provides a tremendous economic boost for the hotel, restaurant and tourism industries throughout the Empire State. In one year alone, events at this facility can generate up to 400,000 hotel room nights in New York City as these guests support a variety of local establishments, vendors and modes of transportation.

As the development on Manhattan’s West Side continues, including the opening of the 7 Subway Line extension, the Javits Center will be connected to New York in more ways than ever before—and poised to reach its full potential as a powerful engine of opportunity for the Empire State.

With support from the New York Convention Center Development Corporation and Empire State Development—the reinvestment in the Javits Center has led to remarkable results, and we will continue to explore new ways to enhance its mission and its infrastructure.

For nearly 30 years, New Yorkers have depended on this facility to support thousands of jobs, and its role as an international hub of commerce is one that should be celebrated for years to come.
In many ways, 2014 possibly ranks as the most significant year for the Javits Center as any in its 29-year history. The year saw the completion of a 5-year, $463 million renovation and expansion of the building that greatly enhanced the facility’s aesthetics, sustainability and overall efficiency. Led by the New York Convention Center Development Corporation (NYCCDC), FXFOWLE and Tishman Construction, the renovation featured the installation of a new façade, flooring, mechanical, technology and sustainability systems—plus a 6.75-acre green roof. Taken together, these enhancements signaled the resurgence of the Javits Center as an engine of innovation—one that generates thousands of jobs and $1.8 billion in annual economic activity for New York State and New York City.

More than anything else, we wanted the building’s upgrades to benefit our customers. Now, it’s very clear that we’ve more than accomplished this goal: the show floor is bustling like never before. And we’ve got the numbers to prove it.

$1.8 billion in economic activity generated in 2014, an 18% increase compared to the previous year, stemming from conventions, trade shows and public shows held at the building.

70% occupancy rate, which makes the Javits Center the busiest convention center in the United States.

23+ million gross square feet of space was leased, an 8% increase compared to the prior year.

Major media outlets have lavished praise on the many improvements to the facility and have given accolades to the NYCCOC, which operates the building. According to a January 2015 editorial in The New York Times, the Javits Center “has never seemed more lively, as conventioneers come and go below in sunlight freed through expansive new skylights and glass walls.” It added that the facility “is notably rich in eco-friendly innovations that deserve emulation as the city builds and rebuilds itself into the future.”

On the heels of our history-making renovation, we’re moving forward with a full calendar of events that are remarkable for their sheer diversity, underscoring our industry-leading capability to host everything from small, intimate gatherings to wild, spectacular events. In addition, we’ve continued to streamline operations by enhancing technology and security, while offering new employee training initiatives. The Javits Center also boasts a stronger support system, ranging from a brand-new website to new offices for Electrical and Exhibitor Solutions. And our community partnership continues to thrive—the result of our dedication to a green environment and forward-thinking programs. Just in the past year, we have created an educational program for children, opened a Taste NY store and fostered a sanctuary for the area’s wildlife, including hundreds of birds, bats and bees.

New York is the state of opportunity. And that spirit is alive and well at the newly renovated Javits Center.
**AN ENGINE OF OPPORTUNITY**

The renovation of the Javits Center not only rejuvenated an iconic building. It gave New York and the world something more: a new vision of what a convention center can be. As an engine of opportunity, the building is now firing on all cylinders and shows no signs of stopping.

On so many levels, the transformation of the Javits Center has raised its profile as the anchor of Manhattan’s bustling, fast-rising West Side. Yet the changes that catalyzed the facility to the top tier of the country’s convention centers go far beyond the physical structure.

Sweeping improvements have been made across the board, from a new culture of customer service to more efficient operations to a strong focus on sustainability. A new “Culture of Yes” was implemented across departments, and a greater emphasis on training ensures that new employees always put the needs of customers first. Now more than ever, the focus is on finding solutions that make a difference. The Javits Center looks, feels and operates better than ever before, and the building is busier as a result.

Talk to any Javits Center employee and you can sense it: an infectious sense of optimism. It’s a state of mind that resonates from every corner of the facility, at every trade show, convention and special event. This shift in attitude, in addition to the major upgrades to the building, are the surest signs of the Javits Center’s rebirth. And, in 2014, we have just begun to see the impressive results.

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**ECONOMIC IMPACT**

**Annual Event Activity**

<table>
<thead>
<tr>
<th>Conventions &amp; Trade Shows</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events</td>
<td>87</td>
<td>81</td>
<td>86</td>
<td>97</td>
</tr>
<tr>
<td>Delineate Attendance</td>
<td>$58,810</td>
<td>$33,720</td>
<td>$95,910</td>
<td>$628,500</td>
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<tr>
<td>Number of Exhibiting Companies</td>
<td>30,354</td>
<td>30,354</td>
<td>31,694</td>
<td>33,641</td>
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**Public Shows**

<table>
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<tr>
<th>Events</th>
<th>16</th>
<th>12</th>
<th>16</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Show Attendance</td>
<td>$1,301,010</td>
<td>$1,404,010</td>
<td>$1,671,400</td>
<td>$1,425,060</td>
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<tr>
<td>Number of Exhibiting Companies</td>
<td>4,048</td>
<td>4,472</td>
<td>3,910</td>
<td>3,514</td>
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</table>

**Total Economic Impacts ($ millions)**

<table>
<thead>
<tr>
<th>New York</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Sales</td>
<td>$1,484</td>
<td>$1,452</td>
<td>$1,531</td>
<td>$1,812</td>
</tr>
<tr>
<td>Labor Income</td>
<td>$646</td>
<td>$563</td>
<td>$500</td>
<td>$574</td>
</tr>
<tr>
<td>Employment</td>
<td>14,810</td>
<td>14,300</td>
<td>14,810</td>
<td>17,500</td>
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</tbody>
</table>

**ECONOMIC IMPACT**

<table>
<thead>
<tr>
<th>Total Fiscal Impacts ($ millions)</th>
<th>New York City Taxes</th>
<th>State of New York Taxes</th>
<th>New York City Taxes</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
<td>$371</td>
<td>$646</td>
<td>$97</td>
</tr>
<tr>
<td>2012</td>
<td>$371</td>
<td>$682</td>
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<td>2013</td>
<td>$397</td>
<td>$737</td>
<td>$157</td>
</tr>
<tr>
<td>2014</td>
<td>$443</td>
<td>$851</td>
<td>$184</td>
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**ATTENDANCE FOR THE RECORD BOOKS**

All of the hard work, innovation and capital investment that went into the new state-of-the-art Javits Center are now paying dividends. Clear evidence of this trend can be found in the robust business activity on our show floor, where there’s been a surge in attendance and a surge in excitement. By every objective measure, the future of the Javits Center has never held more promise. Just consider these recent attendance milestones:

- **26%** increase in reported attendance at the International Conference of Shopping Centers’ Annual New York National Deal Making Conference, with 9,600 guests compared to the 2013 event at a different local venue, a new record for the event;
- **20%** increase in The New York Times’ Travel Show, with approximately 28,500 visitors, the highest attendance in eight years;
- **15%** increase in reported attendance at the National Retail Federation’s Annual Convention and Expo, with 35,000 visitors, the highest attendance in the event’s 104-year history.
- **10%** increase in media attendance at the New York International Auto Show, which experienced the largest event-wide attendance on record. More than 1 million attendees visited the 10-day event.

In a recent interview in Trade Show Executive, Bill Lynch, chief operations officer for the Fancy Food Shows, had high praise for the Javits Center’s enhancements. “Our exhibitors and attendees experienced their best show ever in June of 2014 as a result of [their] world-class staff,” he said. “There was a renewed energy in the building and many of our key customers commented about the improved look and feel of the building.” Britton Jones, president and CEO of Business Journals, Inc., echoed Lynch’s observations in Trade Show Executive: “It’s like working in a new building,” he said. “The building has developed a proactive environment. [The employees] are at the top of their game.”

A revitalized Javits Center is good news for our event hosts and attendees. But it’s also a boon to the economy of New York City and New York State, plus the thousands of professionals who coordinate and construct some of the largest trade shows and events in the United States. In 2014, we employed nearly 3,500 people—a 30% increase compared with 2013—and created $75 million in wages for our construction workforce.

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*Special Events Not Included in Above Statistics*
Throughout the year, the Javits Center hosted an array of exceptional events, including major trade shows such as the North American International Toy Fair, Summer Fancy Food Show, NY NOW, the Market for Home + Lifestyle and several fashion shows including Coterie and MODA, public shows such as the New York International Auto Show and New York Comic Con; and special events like the worldwide film premiere of X-Men: Days of Future Past, NBC Upfront and the 53rd USO Armed Forces Gala and Gold Medal Dinner.

With such a diverse spectrum of events, it’s no wonder that 39,000 companies chose to exhibit here last year, a 9% increase compared to the previous year. Whatever the occasion, one fact remains constant: the Javits Center has the staff, scale and versatility to host any event, of any size, at any time.
A STREAMLINED OPERATION

As the busiest convention center in the country, the Javits Center is continually focused on maximizing the efficiency and productivity of its operations. This dedication to making the facility run better and smoother is borne out of a philosophy implemented by a new management team of some of the industry’s finest professionals. It’s become the cornerstone of our commitment to our internal team, exhibitors, event managers and attendees—and this spirit has inspired our customers to reach their full economic potential in the world’s greatest city. Now more than ever, innovation and ingenuity are a part of our DNA, touching virtually everything we do—from our telecommunications to security services to employee training.

TECH CENTRAL
The Javits Center has become one of the technological leaders among convention centers nationwide. Last August, in an effort to centralize the building’s technological infrastructure and provide customers with enhanced telecommunications services, the Javits Center relocated its Data Center to Level 4. This new, integrated telecommunications hub streamlines and optimizes show floor wired and wireless Internet access, in addition to connectivity provided through the Javits LAN. It’s all part of our IT infrastructure which features an array of committed up-and-down bandwidth rates—from 512Kbps to 1Gbps—and VLAN connectivity to any part of the facility. In addition, the Javits Center offers free 256K of bandwidth for wireless devices—supported by more than 700 wireless access points throughout the building that can provide service for up to 70,000 concurrent wireless devices.

RAISING THE STANDARD OF SECURITY
Securing our facility is a top priority for management, and we have taken significant steps to enhance security throughout the 2.1 million square-foot property. The Javits Center has installed new swipe card technology for all doors leading to our meeting rooms, providing a new level of security for customers. In advance of each event, the show management company requests the number of key cards required and specifies the duration for which they are needed, and the Javits Center provides the pre-programmed cards upon arrival. A state-of-the-art security camera system has been installed throughout the facility, and members of the NYPD now maintain a 24-hour presence at the building.

EXPANDED TRUCK MARSHALING
Putting on an event at the Javits Center has never been more convenient or hassle-free, thanks to our expanded truck marshaling areas. A 4-acre truck marshaling yard, 50 covered loading docks and three drive-in ramps for each floor are designed to streamline the set-up and breakdown of any event. Also, the staging area in the marshaling yard has been leveled with new, recycled millings to level the area and prevent water pooling. The West 39th Street swing space has been opened for the delivery and pick up of exhibitor freight; a General Service Contractor trailer staging area; General Service Contractor freight operations for Level 1/Javits Center North; exhibitor self-service and hand-carry operations for Level 1. Our Security and Safety Solutions Department manage operations in the space, ensuring work is conducted in a safe and efficient manner at all times.
EMPLOYEE TRAINING THAT’S AHEAD OF THE CURVE
To continually improve operations, the Javits Center is offering new training sessions for hundreds of carpenters and teamsters. Last August, 120 carpenters and teamsters received customer service training from the Chip Bell Group, a prominent organization that helps organizations fine-tune their services and increase customer satisfaction. We also offered eight months of ergonomics training to approximately 600 members of the labor workforce, including 60 carpenters who initially received the instruction in late August.

This essential training represents a first for the labor workforce at the Javits Center. And it’s an important way to strengthen our operations—and ensure that services are both consistent and customer-friendly.

AIR WALL REPLACEMENT MEANS GREATER ADAPTABILITY
Another way the Javits Center has raised the bar in operations is through the replacement of more than 3,000 air walls. Air walls (or dividing partitions) serve an integral role in the operations of the Javits Center, maximizing the space offered to our customers. Used to enlarge or reduce exhibition halls, they enable us to meet the required specifications of an event and to create meeting rooms within the halls. After nearly 30 years of continual usage, including damage sustained from Hurricane Sandy, air wall replacement on Level 1 was high on the list of priorities to be addressed in our comprehensive renovation. Each steel sound-proof panel measures 4.5’ X 16’ and weighs 700 lbs. With the project complete, the Javits Center has even more flexibility to accommodate shows of various sizes and offer a variety of configurations to our customers.

NEW YORK IS A STATE OF OPPORTUNITY, AND THE REVITALIZATION OF THE JAVITS CENTER HAS BECOME THE EMBODIMENT OF THAT BOLD VISION.
—Governor Andrew M. Cuomo
A STRONGER SUPPORT SYSTEM

With two million visitors interacting with 39,000 exhibitors at more than 170 events last year, the Javits Center has continued to serve as a global nexus of commerce. For a venue of this size and scope, continually strengthening our support system is a vital necessity. That’s why we’re focused on expanding and adapting our internal resources to meet the facility’s evolving needs and better serve our customers. Whether you visit our new website or the new offices for Electrical Solutions and Exhibitor Solutions, it’s clear that we’re making strides to optimize our support mechanisms—all of which are designed to advance the Javits Center’s organizational and business objectives and add momentum to its mission.

THE JAVITS CENTER IS NOW AN ONLINE DESTINATION

Coinciding with the renovation of our iconic building, our online presence also received a substantial makeover. The new Javits Center website is infused with a spirit of innovation that fundamentally reflects who we are: a New York icon revitalized and reimagined. With a clean, attractive design, simplified navigation, social media links and a new focus on functionality, the website is not only an important portal of information, but also a very visible statement of our mission as the Marketplace for the World. The site receives 100,000 visits a month, and we expect that number to quickly increase.

One key improvement to our website is an enhanced online ordering system, providing timely confirmations and receipts emailed directly to our customers. Whether customers need electrical, plumbing, cleaning or phone/internet services for any exhibit, it’s all available with the click of a mouse. Once the customer is logged in and completes the online ordering form, the Javits Center’s specialized teams of skilled professionals do the rest.

ELECTRICAL SOLUTIONS AND EXHIBITOR SOLUTIONS ARE ON THE MOVE

Our Electrical Solutions and Exhibitor Solutions teams are now closer to the action than ever before. That’s because they’re setting up shop in three new offices near the show floor to provide even more efficient customer service. In October, we opened the first such office, offering a clean, permanent space for employees who are an integral part of any successful event. These new spaces—now in Halls 1A, 1B and 1C—position Javits Center employees right next to the show floor, allowing staff to process new orders, make changes and respond to any potential issues in a timely and efficient manner. The new offices hold the electrical and exhibitor service desk, a conference table, desk and file cabinets. The service desks will be moved into the halls during move-in and move-out periods, then transferred back to the office after all orders are processed.

NEW LOST AND FOUND PROCEDURES

At the Javits Center, we’re always seeking ways to streamline and maximize the efficiency of our support systems, and that commitment extends to our lost and found procedures. We’ve computerized the entire process, implementing a new software system to track lost and found items at the facility. The software is designed to help expedite the return of lost property, as well as assist staff in logging identifying details about the specific items lost and/or found.

START SPREADING THE NEWS: THE MARKET NEWSLETTER

Launched in August 2014, the new Market digital newsletter is an engaging, all-in-one source of information about the Javits Center. In addition to a blog and brief articles about the facility, its operations and the West Side community, each monthly issue contains new Service Advisories that inform customers about any changes, improvements or maintenance work in the building. The advisories have covered a range of need-to-know topics, including reminders about our hand-carry policy and the availability of master price lists for Javits Center products and services. Before the introduction of our monthly Market newsletter, we produced the Show Managers’ Bulletin. While it served as a useful tool for the Javits Center, the newsletter’s distribution was limited to show managers. Not only does Market feature a more inviting, reader-friendly layout, but the newsletter’s intended audience goes beyond show managers to include exhibitors and community leaders—and is accessible to anyone and everyone who is interested in the Javits Center.
GAINING MOMENTUM THROUGH SOCIAL MEDIA

Now more than ever, the Javits Center understands the value of social media as an essential marketing tool. We currently maintain Facebook, Twitter, LinkedIn, Instagram and YouTube accounts—and our followers are steadily rising. By constantly providing updates about upcoming shows, changes throughout the building and the West Side, we are reaching an expanding audience and increasing our exposure to a new generation of customers. It’s an effort that’s quickly raising our social media profile, as evidenced by some impressive statistics. In the first quarter of 2015, we posted 136 updates on Facebook, nearly 10 times the amount during the same time in 2014. The result was a 36% increase in fans, illustrating our growing popularity across the social media spectrum.

SURVEYING CUSTOMER SATISFACTION

Continuously improving our customers’ experience remains a core focus for the Javits Center. With that in mind, we have revamped and improved our customer satisfaction outreach to attendees and exhibitors. A faster, more user-friendly design of our online survey gives respondents the opportunity to share their experience with our various services—and, in turn, they help our teams assess performance. 2014 marks our first annual benchmark of feedback, and this year, we received over 3,000 responses from domestic and international attendees and exhibitors. They revealed the positive impacts of our improvements, and we look forward to continued dialogue with our visitors, using their input to create a greater Javits experience for all.

95%

In 2014, overall cleanliness of the Javits Center received a 95% approval rating from exhibitors and attendees.

90%

In 2014, the quality of signage throughout the Javits Center received a 90% positive rating from attendees, a 22% increase from 2013.

"[THE JAVITS CENTER’S RENOVATION] CREATED A VASTLY IMPROVED AND ENHANCED STRUCTURE, POISED TO BE A CENTERPIECE IN THE REVITALIZATION ON MANHATTAN’S WEST SIDE."—Curbed
OUR COMMUNITY COMMITMENT IS TAKING FLIGHT

What do herring gulls, European starlings and barn swallows have to do with our commitment to the community? Quite a bit, actually, since these are the most common birds that have established a natural habitat on our 6.75-acre, energy-saving green roof. In addition to pursuing our goals of job creation and strengthening the Empire State economy, contributing to a green environment represents one more way in which the Javits Center is forging a deeper partnership with the community. Not only is this partnership apparent on the roof of our building, but it’s also evident behind our high-efficiency glass-encased façade, where our energy dashboard program and Taste NY shop will ultimately enhance the quality of life of our West Side neighbors. And when it comes to community outreach, initiatives such as Javits Juniors, the Breast Cancer Walk and Tour de Cure set the industry standard.

ON THE ROOF, AN OASIS FOR AREA WILDLIFE

The Javits Center’s 6.75-acre green roof—the second largest of its kind in the United States—is designed to do much more than enhance the aesthetics of the building. Nearly a dozen bird species have made a home there, underscoring its future importance to the community’s eco-system. "[The Javits Center] is notably rich in eco-friendly innovations that deserve emulation as the city builds and rebuilds itself into the future," wrote The New York Times in a January 2015 editorial.

Utilizing specialized equipment installed on the green roof, researchers observed 11 bird species, from the rock pigeon to the Northern mockingbird, in 2014. Most significantly, our green roof is the only such roof known to support great black-backed gulls and nesting herring gulls in New York City. And the roof’s habitat doesn’t end there. It also provides a new habitat for insects, including honey bees, as well as bats, exemplifying its unique status in such a dense urban setting. Additionally, students, researchers and environmental experts are presented with a rare opportunity to study the ecological impact of the green roof and its capacity to serve as a natural habitat for nesting birds. According to a recent article in the New York Daily News, "the Javits Center’s green roof offers an unprecedented opportunity to study the impact of this type of green infrastructure on urban environmental issues."

For our efforts to protect the area’s bird population, most notably the installation of thousands of fritted, bird-friendly glass panels designed to reduce bird collisions, the New York City Audubon honored the Javits Center at its Fall Roost in October 2014 in the River Pavilion. "It is an honor to be recognized by the New York City Audubon for our work to improve the quality of life on Manhattan’s West Side," CEO Alan Steel told the crowd. Thanks to the New York Convention Center Development Corporation, Tishman Construction and FXFOWLE, more than 6,000 translucent glass panels were installed during the renovation, creating a beautiful environment inside and a safer environment outside. The building’s robust sustainability program is also moving full-speed ahead, reducing water consumption by nearly three million gallons in 2014 with the installation of low-flow fixtures throughout the facility. In 2014, 1,468 tons of waste was diverted from landfills, and we reduced the number of kilowatts by 2.4 million with the use of our energy dashboard and new energy-efficient lighting—equaling 3,610 barrels of oil.
WE’RE HERE FOR THE NEXT GENERATION

One of the clearest indicators of our community commitment is Javits Juniors—a free program designed to educate local students about operations at the Javits Center and its critical importance to the New York economy. Last year, more than 20 students from the non-profit organization Hartley House toured the building and met with more than 30 staffs, who demonstrated what it takes to construct the exhibits at the country’s busiest convention center. The children, ages 5 through 12, experienced the first move-in day of a new show as they walked through the Level 3 halls, then toured the loading docks and the kitchen staffed by our caterer, Centerplate, as well as our green roof. “I was in awe at the level of professionalism and knowledge displayed by all levels of your staff,” said Nicole Cicogna, Executive Director of Hartley House. “I was impressed by many things, especially seeing a female electrician and female carpenter, and everyone was so diverse. We try to instill values in our kids and let them know that they can do anything and be anything. [Javits Juniors] was proof positive of that, and in their own neighborhood.”

TASTE NY IS OPEN FOR BUSINESS

Taste NY and the Javits Center have joined together to serve up an incomparable dining experience. In partnership with our caterer, Centerplate, a Taste NY shop opened at the Javits Center in October 2014, offering the finest food and beverages the Empire State has to offer. Located in the Crystal Place, this new shop will help to raise the profiles and sales of New York food and beverage makers among the millions of tourists who visit the facility from around the world. Taste NY is New York State’s successful effort to promote New York’s agricultural economy with stores like the new Taste NY shop at the Javits Center in October 2014. "We’re here to support the community by volunteering with organizations such as the American Diabetes Association. Last May, more than 40 Javits Center employees, family members and friends participated in the American Diabetes Association’s Tour de Cure, raising an incredible $10,000 for the organization. With IT Network Administrator Matt Bass serving as team leader, the ride at Pier 84 represented a great opportunity to raise awareness about diabetes and bond with colleagues outside of their normal work day," said Priscilla Odoom.

IMPROVING QUALITY OF LIFE FOR OUR COMMUNITY

Employees at the Javits Center do their part to support the community by volunteering with organizations such as the American Diabetes Association. Last May, more than 40 Javits Center employees, family members and friends participated in the American Diabetes Association’s Tour de Cure, raising an incredible $10,000 for the organization. With IT Network Administrator Matt Bass serving as team leader, the ride at Pier 84 represented a great opportunity to raise awareness about diabetes and bond with colleagues outside of their normal work day.

In support of the American Cancer Society, members of the “Javits Think Pink” walking team joined tens of thousands of New York City’s Central Park in the American Cancer Society’s Tour de Cure, raising an incredible $10,000 for the organization. With IT Network Administrator Matt Bass serving as team leader, the ride at Pier 84 represented a great opportunity to raise awareness about diabetes and bond with colleagues outside of their normal work day.

Last year, more than 20 students from the non-profit organization Hartley House toured the building and met with more than 30 staffs, who demonstrated what it takes to construct the exhibits at the country’s busiest convention center. The children, ages 5 through 12, experienced the first move-in day of a new show as they walked through the Level 3 halls, then toured the loading docks and the kitchen staffed by our caterer, Centerplate, as well as our green roof. “I was in awe at the level of professionalism and knowledge displayed by all levels of your staff,” said Nicole Cicogna, Executive Director of Hartley House. “I was impressed by many things, especially seeing a female electrician and female carpenter, and everyone was so diverse. We try to instill values in our kids and let them know that they can do anything and be anything. [Javits Juniors] was proof positive of that, and in their own neighborhood.”

“WE TRY TO INSTILL VALUES IN OUR KIDS AND LET THEM KNOW THAT THEY CAN DO ANYTHING AND BE ANYTHING. [JAVITS JUNIORS] WAS PROOF POSITIVE OF THAT, AND IN THEIR OWN NEIGHBORHOOD.”

—Nicole Cicogna, Executive Director of Hartley House
EMPLOYEES OF THE MONTH

ADMINISTRATION
Anne Tassone
Director, Risk Management
Gilda Presvot
Administrative Assistant
Indira Mercedes
Senior Purchasing Agent
Rory O’Moore
Senior Event Solutions Manager
Marilyn Gonzalez
Senior Event Solutions Manager
Anne Hourihan
Sales Manager, Special Events
Philip Disalvio
Public Safety Supervisor
Joseph Alvarez
Exhibitor Solutions Rep
Anibal Velazquez
Environmental Solutions Manager
Sam Sharma
Labor Solutions Administrator
Marjorie Andrade
Environmental Solutions Clerk
Kirsty Homing
Sales and Marketing Coordinator

OPERATIONS
Maryleni Perez
Cleaner
Dennis Keenan
Engineer
Maritza Cancel
Public Safety Officer
Ullies Ramirez
Public Safety Supervisor
Nicolas Trama
Engineer
Danny Maltz
Plumbing Foreman
Frank Neufeld
Assistant Chief Engineer
Jackson Chau
Plumber
Guaroa Pineda
Cleaner
Elizabeth Calderon
Cleaner
Trevor Forbes
Public Safety Officer

EXHIBIT LABOR
Richard Horan
Electrical Foreman
Kevin O’Dwyer
Electrician
Sheldon Johnson
Carpenter Journeyman
Salvatore Mennella
Electrician
James Leyden
Freight Handler and Foreman
Peter Labruno
Carpenter Foreman
John Hynes
Freight Handler
Ronald Buickerood
Carpenter Journeyman
Michael Vastarelli
Carpenter Journeyman
Dominic Soreco
Electrical Foreman
Livan C. Campbell
Carpenter Journeyman
Paul Bachmann
Electrician

EMPLOYEE SERVICE AWARDS

25 YEARS
Maria Barry
Manager, Teamster and Carpenter
Carlos Diaz
Plumber Helper
Carola Ysaguirre-Hellman
Director, Facilities Operations
Charles Straker
Network Administrator
Emilia Charles
Cleaner
Cassandra Pettway
Cleaner

26 YEARS
Marina Martinez
Cleaner
Mercedes Milan
Cleaner
Julio Teran
Cleaner
Michael Baker
Electrical Foreman
Matthew Gleason
Electrical Foreman
John Roughan
Electrical Foreman

30 YEARS
Jennie Chin
Manager, Employee Benefits

20 YEARS
Maria Santana
Technology Solutions Administrator
Aurelio Martinez
Cleaner
Mercedes Miliano
Cleaner
Filia Pineda
Assistant Manager, Accounts Receivables
Thomas Darkwa
Cleaner
Kwame Kansa
Public Safety Officer
Alexis Kotlinsky
Public Safety Officer
Carmen Rodriguez
Cleaner
Kwadwo Siriboe
Public Safety Officer
Carol Castellaneta
Assistant General Foreman
Brian J. McGee
Electrican
James Sheehan
Electrican
Andrew Weis
Electrican
Gilda Presvot
Administrative Assistant

15 YEARS
Eamonn Michael Cassidy
Carpenter Journeyman
Sam Debono
Carpenter Journeyman
Luis Fernandez
Carpenter Journeyman
Joseph Gillen
Carpenter Journeyman
Timothy Jackson
Carpenter Journeyman
Sheldon Johnson
Carpenter Journeyman
Dwayne Kuliknski
Carpenter Journeyman
Peter Labruno
Carpenter Foreman
John Muscat
Carpenter Journeyman
William O’Rourke
Carpenter Foreman
Juan Povis
Carpenter Journeyman

10 YEARS
Samuel Osipendo
Supervisor, Public Safety
Sabrina Wiggins
Director, Retail Operations

5 YEARS
Alejandro Castro
Health Safety Supervisor
Rory O’Moore
Senior Event Solutions Manager
Linda Perez
Exhibitor Solutions Rep
Karina Vargas
Cash Processor
2014 - 2015 EVENT SCHEDULE

APRIL 2014
03-04 THE ASI SHOW
03-04 INDOOR 3D PRINTING CONFERENCE
AND EXPO
04-06 NEW YORK CITY FIRST ROBOTICS
COMPETITION
06 NACC COLLEGE FAIR
07-08 INSIDE BITCON 2014
18-20 NEW YORK INTERNATIONAL AUTO SHOW

MAY 2014
04-06 AMERICAN PSYCHIATRIC ASSOCIATION
ANNUAL MEETING
04-06 ACCESSORIES THE SHOW
04-06 MODA
06-07 FAME
06-07 FASHION 2 GO
09-10 COLUMBIA UNIVERSITY MEDICAL CENTER
PEDIATRIC CARE CONFERENCE
10 K-MEN: DAYS OF FUTURE PAST RED CARPET PREMIERE
12 ROBIN HOOD DINNER DANCE
13 NBC AFFILIATE MEETING
12-15 NBC UPRISING
13 GMN AWARDS
14 CHILDREN ARE NOT ALL-STAR SUMMIT
17-20 INTERNATIONAL CONTEMPORARY
FURNITURE FAIR
17 FINANCIAL RISK MANAGERS EXAM
18-21 NATIONAL STATIONERY SHOW
18-30 CURTEX
18-20 ROICE FOCUS
22 FIT COMMENCEMENT EXERCISES
28 JOHN JAY COLLEGE
COMMENCEMENT CEREMONY
29-31 BOOK EXPO AMERICA

JUNE 2014
01 BOOK CON
01 NEW YORK CITY CHURCH OF CHRIST
RELIGIOUS SERVICE
02-03 INGREDIENT MARKETPLACE
03-04 EATERT V'S VEGAN SUMMIT
05 LAGUARDIA COMMUNITY COLLEGE
COMMENCEMENT
05 THE 3D FOUNDATION GALA
07 CHARTERED FINANCIAL ANALYST EXAM
08 MONOZE COLLEGE GRADUATION
08 LOVE LIFELONG+PARENT SERVICES
10-12 MEDICAL DESIGN & MANUFACTURING EAST
10-12 AFC EAST
10-12 ATLANTIC DESIGN & MANUFACTURING
10-12 AUTOMATION TECHNOLOGY EXPO EAST
10-12 PLASTIC EAST
10-12 PHARMACIA NORTH AMERICA
10-12 HBA GLOBAL
12 CLOUD COMPUTING EXPO
12 SPECIAL EDITION NYC
14 METROPOLITAN GRADUATION
16 KEEPER TRAINING PHOTO SHOOT
18-20 SHAREPOINT FEST
19-21 INTERNET FRANCHISE EXPO
20 PROMOTION DAY
22 STEAMFITTERS LOCAL 69 CONTRACT RATIFICATION
25 EDWARD R. RUMMOW GRADUATION
26-29 TCF GRADUATION
29-01 SUMMER FANCY FOOD SHOW

JULY 2014
05-07 ARMS TOUR
07 LAW REVIEW COURSE
09-10 JAPAN WASH SERVICES USER SUMMIT
19 ANDREW WOMACK: MINISTRIES GOSPEL
TRUTH RETREAT
20-22 PROJECT
22-24 VANGUARDS GALLERY
AGENDA
22-24 HOME TEXTILES FABRIC SOURCING EXPO
INTERNATIONAL APPAREL SOURCING SHOW
HOME FABRICS SOURCING EXPO
25-27 MINI WORLD EXPO
27-29 JA NEW YORK SUMMER SHOW
LAW EXAM

AUGUST 2014
03-05 CURVE
05-07 ACCESSORIES CIRCUIT
05-07 MODA
05-05 FAME
05-07 FASHION 2 GO
10 IT ROADSHOW CONFERENCE AND EXPO
10 ANTARCTIC ROADSHOW
NY NOW: THE MARKET FOR HOME & LIFESTYLE
10-12 PLASTIC EAST
10-12 PHARMACIA NORTH AMERICA
10-12 HBA GLOBAL
10-12 CLOUD COMPUTING EXPO
10-12 SPECIAL EDITION NYC
10-12 METROPOLITAN GRADUATION
10-12 KEEPER TRAINING PHOTO SHOOT
10-12 SHAREPOINT FEST
10-12 INTERNET FRANCHISE EXPO
10-12 PROMOTION DAY
10-12 STEAMFITTERS LOCAL 69 CONTRACT RATIFICATION
10-12 EDWARD R. RUMMOW GRADUATION
10-12 TCF GRADUATION
10-20 SUMMER FANCY FOOD SHOW

SEPTEMBER 2014
06-08 THE SOLE XCHANGE SNEAKER SHOW
09-10 THE BUS
09-10 BRAH BUDD IN SUCCESS TOUR
09-10 VIRKANE
10-12 TWIN LOCAL 100 MEMBERSHIP MEETING
COTERIE
10-12 SOLE COMPARE

OCTOBER 2014
01-02 INTERIOR
01-02 BUILD EXPO
01-04 YORK KIPSHUR SERVICE
04-05 CIRCLE OF SISTERS
07 NY GLOBAL SUMMIT
07 PERFORMING AND VISUAL ARTS COLLEGE FAIR
09-12 NEW YORK COMIC CON
19 STRATAN AND WADDOO WORLD
20 THE FALL ROOST
20-22 CHILDREN'S CLUB
22 TOUR OF LIGHT
23-24 URBAN LAND INSTITUTE
25 ISLOA CONFERENCE
25 BIG APPLE COLLEGE FAIR
26-28 SPECIAL DELIVERY
28 BIZ BLAST LIVE EXPO
30-01 NEW YORK CITY MARATHON EXPO
30-01 IF NOT IN PHOTOS INTERNATIONAL CONFERENCE
30 NEW YORK BUSINESS EXPO AND CONFERENCE

NOVEMBER 2014
05-06 CUSTOMER ENGAGEMENT WORLD
05-06 AD TECH EXPO
06-07 LIFE FORCES THE DALAI LAMA AUDIENCE WITH THE TIBETAN COMMUNITY
07-09 ENGADGET EXPAND
09-10 BOUTIQUE DESIGN NEW YORK
09-11 INTERNATIONAL HOTEL, MOTEI
RESTAURANT SHOW
12-13 CONTENT AND COMMUNICATIONS WORLD
15 FINANCIAL RISK MANAGERS EXAM
16 NEW YORK NATIONAL PORTFOLIO DAY
HOSTED BY FIT
17 SALESFORCE EVENT
19-20 DISC EAST
19-20 FRIDAY

DECEMBER 2014
03-05 NEW YORK PRODUCE SHOW AND
CONFERENCE
03-05 USE OF METROPOLITAN NEW YORK GALA
06-07 CHARTERED FINANCIAL ANALYST EXAM
09-10 SNKER CON
11-12 CEEC ANNUAL NEW YORK NATIONAL DEAL
MAKING CONFERENCE
10 JOHN OLIVER SEASON 2 PROMO FILM
PHOENIX SHOOT
11-14 PROGRESSIVE INTERNATIONAL MOTORCYCLE SHOW
11 NBA HOLIDAY PARTY

JANUARY 2015
04-06 ACCESSORIES THE SHOW
04-06 MODA
04-06 FAME
04-06 FASHION 2 GO
05-06 NATIONAL RETAIL FEDERATION ANNUAL
CONVENTION AND EXPO
18-20 JAM NEW YORK WINTER SHOW
19-21 MARRIOT
19-21 VANGUARDS GALLERY
19-21 TERR万多 USA
19-20 AGENDA
19-20 PROJECT NEW YORK
21-25 NEW YORK PROGRESSIVE BOAT SHOW
21-25 NEW YORK TIMES TRAVEL SHOW
24-25 THE RED CARPET PREMIERE
24-25 POLY FLOOR HOEY TOURNEY
31-04 NY NOW: THE MARKET FOR HOME & LIFESTYLE

FEBRUARY 2015
01-05 DISCOVER THE DINOSAURS
14-15 NORTH AMERICAN INTERNATIONAL TOY FAIR
15 NAB LEGENDS BRUNCH
22-24 CURVE
23-25 COTERIE
23-25 SOLE COMMERCE
23-25 TMW
23-25 ACCESSORIES SHOW
23-25 MODA
23-25 FAME
23-25 EDIT
23-25 STITCH
28-01开端 ORIGINAL LGBT EXPO

MARCH 2015
1-3 CHILDREN'S CLUB
4-5 CORA PRACTICE GROWTH
7 A DAY WITH DR. BRIAN WESS
8-10 INTERNATIONAL RESTAURANT AND FOOD
SERVICE SHOW OF NEW YORK
8-10 INTERNATIONAL BEAUTY SHOW
8-10 INTERNATIONAL ESTHETICS COSMETICS SPA SHOW
13-15 NEW YORK CITY FIRST ROBOTICS
COMPETITION
14 AMERICAN DIABETES ASSOCIATION EXPO
PRESENTED BY HEALTHFIRST
20-22 INTERNATIONAL VISION EXPO
## FINANCIAL STATEMENT

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$2,751,553</td>
<td>$2,884,656</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>$61,490,642</td>
<td>$64,499,496</td>
</tr>
<tr>
<td>Accounts receivable, net of allowances of $1,207,609 in 2015 and 2014, respectively</td>
<td>$8,112,774</td>
<td>$9,196,869</td>
</tr>
<tr>
<td>Other assets</td>
<td>$8,267,438</td>
<td>$4,055,404</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$80,622,407</strong></td>
<td><strong>$80,661,425</strong></td>
</tr>
<tr>
<td>Property, Plant and Equipment, Net</td>
<td>$32,890,811</td>
<td>$33,556,316</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$117,710,726</strong></td>
<td><strong>$107,666,020</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET POSITION

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$7,204,481</td>
<td>$6,311,072</td>
</tr>
<tr>
<td>Accrued expenses, current</td>
<td>$17,049,649</td>
<td>$10,947,043</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>$19,685,957</td>
<td>$2,964,088</td>
</tr>
<tr>
<td>Reserve for emergency repairs</td>
<td>-</td>
<td>$2,064,088</td>
</tr>
<tr>
<td>Estimated litigation and insurance claims</td>
<td>$543,886</td>
<td>$593,204</td>
</tr>
<tr>
<td>Capital lease liability, current</td>
<td>$1,803,592</td>
<td>$1,785,668</td>
</tr>
<tr>
<td>Other postretirement employee benefits obligation, net of current position</td>
<td>$19,685,957</td>
<td>$15,118,869</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$46,640,636</strong></td>
<td><strong>$38,023,903</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$85,560,979</strong></td>
<td><strong>$76,610,899</strong></td>
</tr>
</tbody>
</table>

### Operating Revenues

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space rentals</td>
<td>$25,393,920</td>
<td>$22,961,092</td>
</tr>
<tr>
<td>Event-related services</td>
<td>$137,362,793</td>
<td>$123,378,457</td>
</tr>
<tr>
<td>Concession commissions</td>
<td>$5,886,677</td>
<td>$4,966,124</td>
</tr>
<tr>
<td>Advertising income</td>
<td>$1,326,077</td>
<td>$1,288,245</td>
</tr>
<tr>
<td>Other income</td>
<td>$17,234</td>
<td>$26,759</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>$169,986,701</strong></td>
<td><strong>$152,620,677</strong></td>
</tr>
</tbody>
</table>

### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee compensation and benefits</td>
<td>$139,421,863</td>
<td>$126,644,542</td>
</tr>
<tr>
<td>Facility operating expenses</td>
<td>$13,579,717</td>
<td>$14,127,161</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>$9,903,152</td>
<td>$9,398,724</td>
</tr>
<tr>
<td>Annual other postemployment benefits expenses</td>
<td>$5,268,112</td>
<td>$3,867,767</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$165,472,844</strong></td>
<td><strong>$153,538,194</strong></td>
</tr>
</tbody>
</table>

### Operating Income (Loss)

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income (loss) before depreciation and amortization</td>
<td>$4,513,857</td>
<td>$(2,776,394)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>$3,575,151</td>
<td>$1,858,877</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>$1,138,706</td>
<td>$(2,776,394)</td>
</tr>
</tbody>
</table>

### Non-Operating Expenses (Revenues)

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest expense (income), net</td>
<td>$544,080</td>
<td>$(51,333)</td>
</tr>
<tr>
<td><strong>NET INCOME (LOSS)</strong></td>
<td><strong>$1,138,706</strong></td>
<td><strong>$(2,776,394)</strong></td>
</tr>
</tbody>
</table>

### Net Position

<table>
<thead>
<tr>
<th></th>
<th>03.31.15</th>
<th>03.31.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets, net</td>
<td>$32,890,811</td>
<td>$33,556,316</td>
</tr>
<tr>
<td>Unrestricted—Board designated for other postretirement employee benefits obligation</td>
<td>$31,795,506</td>
<td>$31,524,181</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td><strong>$32,149,747</strong></td>
<td><strong>$31,055,121</strong></td>
</tr>
</tbody>
</table>
Over the past 30 years, the Javits Center has become an important part of New York’s economy, supporting the region’s hotel, restaurant and tourism industries year after year. And as Manhattan’s West Side continues to evolve with new developments, so will operations at the country’s busiest convention center. In the months ahead, we will be exploring ways to refine our operations, maximize the use of our property and reduce our impact on the community around us.

We will be working with our partners in the private and public sectors to fulfill the true economic potential of the Javits Center, while recognizing the changing landscape around us. We will be focusing on preserving—and enhancing—the value of the Javits Center and its international network of businesses which bring thousands of attendees to the streets of New York City each year.

As one of our customers told us recently, “this is where business starts in the United States.” And we are dedicated to ensuring that business continues for generations to come. We have invested in our infrastructure, our technology and our people—and our customers have seen a tremendous surge in activity as a result. In the years ahead, we envision a convention center that continues to integrate with the community and improve the quality of life for all. We now offer public tours, free wireless service and a green roof that has become a habitat for the area’s wildlife. It is a very exciting time at the Javits Center—where the sky is the only limit.
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Vornado Realty Trust

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President, Hotel Association of NYC

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Annual Report Editor: Tony Sclafani